DATASHEET

Enterprise Selling Process
Version 7.1

Business Issue
In today's economy, it is critical for account teams focusing on enterprise-level accounts to maximize the sales revenue from these key accounts. However, this is often very difficult because these accounts are generally large and complex, with business and service units scattered around the globe.

To effectively penetrate and cover these accounts, sales teams must focus their activities and maximize the allocation of their resources. Sales teams must learn to use a team approach and broader range of solutions, leveraging partner, marketing, and support resources to gain a dominant presence across the account.

What is the Enterprise Selling Process?
The Enterprise Selling Process (ESP) is a structured methodology for sales, sales support, and marketing teams responsible for penetrating, covering, and growing large accounts. During the ESP program, the sales team learns to use new tools and techniques for leveraging sales efforts across multiple strategic business and service units within the target account. ESP teaches the team how to gain insight into its customer's business drivers, identify new revenue opportunities, effectively coordinate team members, understand the full revenue potential of the account, and develop clear strategies for penetrating accounts.

What are the Business Benefits?
ESP enables sales teams to:

- Prioritize and focus their efforts on the best short- and long-term opportunities based on the customer's business needs
- Increase their coverage and penetration of the organization and its multiple business units
- Coordinate account team activities
- Analyze, develop and leverage key executive and partner relationships
- Create an account marketing strategy
- Build a detailed Account Map that matches appropriate solutions to specific customer needs and helps identify total, account-wide revenue potential
- Build and implement a comprehensive Account Plan

What happens during the program?
The ESP Workshop Agenda

Creating New Business Opportunities – the team focuses on identifying new potential revenue streams from the account by:

- Analyzing and selecting the account's key business units and service units
- Determining business drivers for selected units and the related initiatives
- Identifying and mapping appropriate solutions to these initiatives
- Creating business development objectives

Analyzing Opportunities and Creating Account Awareness – the team focuses on identifying, managing and closing current and installed-base revenue by:

- Identifying current projects and installed-base opportunities
- Analyzing the value of the identified opportunities for the customer and the sales team's company
- Developing sales/revenue objectives and action plans
- Developing account-wide marketing objectives
- Using account marketing to create awareness and interest

Managing Key Relationships – the team identifies their current relationships both with the customer and key partners to determine where they can leverage and improve the relationships. Specifically the team:

- Assesses their current business relationships
- Analyzes the customer's culture and politics
- Develops key objectives for executive relationships
- Develops objectives for partner relationships
- Completes an initial Account Plan and schedules management reviews

Who Should Attend?

All members of the virtual sales team focused on the target account should attend, including:

- Sales managers
- Account managers
- Field sales personnel
- Marketing
- Support staff

What are the ESP Delivery Options?

The ESP program can be implemented either through a three-day workshop or through an approach that blends an eLearning course with a two-day workshop.

What is the Three-day Workshop Approach?

Teams attend three workshop days facilitated by a seasoned program leader. The ESP workshop is a hands-on, applied approach, where each of the account teams walk away with a detailed Account Plan and Account Map ready to implement inside their account.

What is the Blended ESP Approach?

Account teams complete an interactive, self-paced eLearning course followed by an intensive, two-day analysis and planning session. In the eLearning course, teams are:

- Introduced to the key ESP concepts
- Given examples so they understand how to apply the ESP concepts
- Provided with exercises for applying these concepts to their real-life accounts

As a result of eLearning, team members will complete an Account Folder that contains information they have gathered from their account perspective to be analyzed during the workshop.

In the two-day workshop, account teams use this information to:

- Collaborate with team members through account planning activities
- Develop and test a comprehensive and consistent account strategy
- Identify both short- and long-term business opportunities
- Recognize and leverage vital resources to enhance account coverage and penetration

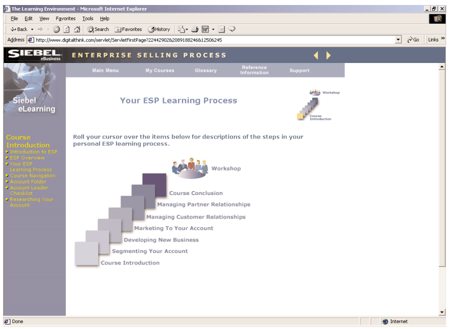

Figure 1: Screen shot of ESP eLearning module

How is ESP Implemented?

In sales process and methodology implementations, we use a proven change management approach for transferring new sales methodologies and sales skills to individuals and an entire organization. Our Implementation Architecture is a six phase approach to a complete sales effectiveness implementation designed to help minimize risk while maximizing the initiatives ROI. The six stages of the Implementation Architecture include:

- **Business Analysis** – the implementation is mapped to the client's business needs
- **Management Alignment** – top to bottom managers are aligned behind the change initiative to help maximize ROI
- **Integration** – all pieces of the implementation are aligned and "plugged" together to ensure People, Process, and Technology are fully aligned
- **Deployment** – the new approach is deployed to the sales organization
- **Transfer of Ownership** – the client's sales managers and executives take ownership of the new methodology and tools
- **Management Review** – the performance of the initiative is measured based on the metrics identified in the management alignment phase of the implementation

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